CHANGE

CHALLENGES:

* **Initiating Change:**
  - Control over one's time
  - Adequate coaching, guidance & support
  - Maintaining focus and relevance
  - Clarity & consistency from management
* **Sustaining Change:**
  - Overcoming fear, anxiety, vulnerability, feelings of inadequacy, & conflict through candor, openness & trust
  - Avoiding isolation & arrogance between "believers" & "non-believers"
  - Accurately measuring progress
* **Redesign & Rethinking Change:**
  - Avoiding fragmentation by balancing gover-nance & autonomy
  - Avoid reinventing the wheel by building capacity to transfer knowledge
  - Maintaining alignment with organizational strategy and purpose

FACILITATORS:

* Strategy
* Leadership
* Common Language
* Communications
* Training / Education
* Trust
* Attention
* Inclusion
* Reward & Recognition
* Accountability
* Flexibility
* Balance

Need

DEMAND

Opportunity

BARRIERS:

* Hierarchy
* Bureaucracy
* Protectionism
* Politics
* Conflict / Blame
* Competition
* Manipulation
* Self-interest
* Inconsistency
* Uncertainty
* Change Fatigue

TECHNOLOGIES

* **Tools** (Action Reviews, Best Practice, Benchmarking, Surveys, Guidelines, Scenarios, etc.)
* **Techniques** (Dialogue, Inquiry, Conversation, Mentoring, Storytelling, Mapping, Value Nets, etc.)
* **Information Technology** (Communication, Collaboration, Community, Knowledge Mgmt, etc.)

CULTURE

* **Symbols** (Age, Language, Space, Diversity, Organizational Design, Web Site Design, etc.)
* **Actions** (Pursuit of Talent/Clients, Rewards, Training, Development, Communication, etc.)
* **Beliefs** (Core Values, Focus, Corporate Competencies, Character, Role in Community, etc.)

IMPACTS:

* **Organizational:**
  - Corporate Image
  - Corporate Identity
  - Corporate Demographics
  - Governance Structures
  - Management Systems
  - Skills & Competencies
  - Business Processes
  - Team Structures
  - Tasks / Workflow
  - Decision-making
  - Policies & Procedures
  - Resource Allocations
  - Work Space
  - Infrastructure
* **Personal / Cultural:**
  - Attitude
  - Mindset
  - Behavior
  - Motivation
  - Values
  - Commitment
  - Recognition
  - Efficiency
  - Effectiveness
  - Expectations
  - Relationships
  - Interaction
  - Learning
  - Development
  - Training / Education

CHANGE MATRIX

Vision	Value Proposition	Strategy	Resources	Early Wins	Success
	Value Proposition	Strategy	Resources	Early Wins	No Foundation
Vision		Strategy	Resources	Early Wins	Low ROI
Vision	Value Proposition		Resources	Early Wins	No Leverage
Vision	Value Proposition	Strategy		Early Wins	Frustration
Vision	Value Proposition	Strategy	Resources		Low Credibility

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